Role Description
Manager Industrial Relations

Role Description Fields	Details
Cluster	Planning, Industry and Environment
Department/Agency	Department of Regional NSW
Division/Branch/Unit	Corporate/People
Role number	51019360
Classification/Grade/Band	Clerk Grade 11-12
Senior executive work level standards	Not Applicable
ANZSCO Code	132311
PCAT Code	1224449
Date of Approval	02 March 2022
Agency Website	https://www.regional.nsw.gov.au/

Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

Primary purpose of the role

The Industrial Relations Manager leads a team of industrial relations (IR) specialists providing specialist expert advice relating to employment conditions, Government sector wide industrial policy, disciplinary action and state-wide payroll/corporate operations issues in order to support the cluster to achieve its goals. The role also delivers a range of strategic planning and management programs and services to clients, develops IR policies, communicates IR information and monitors compliance within all corporate operations (incorporating audit processes) relating to employment conditions and government IR policies.

Key accountabilities

- Provide expert industrial advice on employment conditions (including those contained in awards, agreements, and policies) supporting HR strategies and resolution of people issues, and general governance.
- Advise and assist HR partners, specialists and line management with disciplinary, performance and injury management and compensation matters, grievance resolution and change management to ensure legislative and policy requirements are met.
- Collaborate with NSW Public Sector Central Agencies on employment conditions and public sector industrial relations reform projects and initiatives, providing recommendations to executives to ensure business requirements are met.
- Lead IR initiatives including reform of industrial instruments and award modernisation to reflect current best practice across the public sector. Review and recommend IR reform and processes to meet changing sector and industry IR changes.

- Represent the cluster in employment tribunals on disputes and conciliation hearings and in negotiations with unions on all industrial matters.
- Facilitate Joint Consultative Committee (JCC) forums and manage appropriate responses and commitments made.
- Liaise with CS Connect, Payroll & Finance Units on all conditions issues that require investigation, clarification, determination, or advice.

Key challenges

- Providing clear and influential solution-oriented advice to senior executive decision makers that balances IR considerations with public sector values and business needs.
- Influencing all levels of staff including senior executive decision makers on critical courses of action to respond and resolve complex, challenging and contested matters.
- Negotiating with Unions and fostering a collaborative and productive relationship with Union officials.

Key relationships

Internal

Who	Why
Internal Director, HR and IR Business Partners and HR Business Partners	• Provide expert strategic and technical advice to influence decisions regarding industrial relations (IR) initiatives and innovation • Provide information regarding critical issues and status of projects and strategies
Client group executive, managers and staff	• Provide expert strategic and technical advice regarding IR initiatives, practice and decisions to achieve people management, change and business improvement outcomes • Facilitate adoption of best practice IR strategies and programs where there are conflicting interests and opinions • Provide advice to resolve issues and provide solutions to problems • Provide information regarding agency and sector wide policies and standards • Ensure compliance with agency and sector rules and legislation
Direct reports	• Inspire and motivate team, provide direction and manage performance • Encourage and support team to work collaboratively to achieve business outcomes for clients
HR and IR management team	• Participate in meetings to represent work group perspective and share information • Participate in discussions and decisions regarding implementation of innovation and best practice

External

Who	Why
Unions	- Foster a collaborative relationship - Provide updates on business changes and individual cases impacting their members - Conciliate issues arising
Central agencies	- Support and participate in central agency initiatives - Work in partnership to deliver whole of sector change
External Legal counsel	- Develop productive and collaborative relationship to leverage expert technical legal advice - Provide clear briefings and instruction to ensure advice and services meet business needs.

Role dimensions

Decision making

- Acts independently in determining the priorities for work of the team.
- Prioritises and manages multiple tasks and demands including matters with critical turnaround times required by internal clients.
- Makes day-to-day decisions and provides guidance on appropriate courses of action that might be taken to address IR issues.
- Exercises discretion in determining the approach to work undertaken and is responsible for interpretation, advice and recommendations made.

Reporting line

Director HR and IR Business Partners

Direct reports

The Manager IR manages a team with up to two specialist industrial relations staff and at times one more junior business partner in development.

Budget/Expenditure

As per delegations

Capabilities for the role

The NSW public sector capability framework describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.
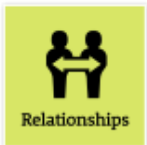
The capabilities are separated into focus capabilities and complementary capabilities

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations	Adept
Personal Attributes	**Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning	• Keep up to date with relevant contemporary knowledge and practices • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate and maintain a high level of personal motivation	Adept
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	Advanced
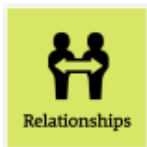
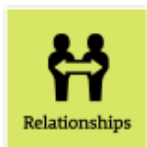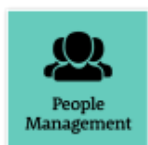|			
Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community	Adept
Relationships	**Work Collaboratively** Collaborate with others and value their contribution	• Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies	Advanced
Results	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced
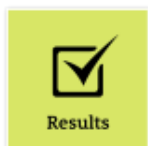
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	• Assess work outcomes and identify and share learnings to inform future actions • Ensure that own actions and those of others are focused on achieving organisational outcomes • Exercise delegations responsibly • Understand and apply high standards of financial probity with public monies and other resources • Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety • Conduct and report on quality control audits • Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks	Adept
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers	Advanced

Occupational Specific Focus Capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
Human Resources	Workforce Relations Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements	• Partner with senior leaders to instruct counsel and lead key consultations and negotiations with trade unions, employee representative forums and similar bodies, on a range of complex and critical workforce relations issues. • Contribute strategic and expert advice to senior leaders on the implications of employment and workforce relations issues and reforms for the organisation, the sector, and government. • Partner with senior leaders and external consultants to develop the workforce relations strategy to support the organisation's objectives. • Anticipate potential changes in the industrial environment, and advise and partner with senior	Level 4

- leaders to proactively modify the workforce relations strategy to mitigate risk.
- Lead the investigation of, and provide strategic advice to senior leaders in the resolution of complex or high-profile workforce relations issues.
- Lead the development of a proactive employee work health and safety strategy and action plan focused on prevention, ensuring full compliance with regulatory and legislative requirements.
- Lead the review of employee relations strategy, plan and policies to align workforce requirements, capabilities and best practice, and to reflect legislative and regulatory changes.
- Promote awareness of and contribute high-level advice to senior leaders on their workplace environment obligations and required actions.

| | **Employee services**
Deliver customer focused services to optimise the employment life-cycle experience at an individual and organisational level | • Tailor service-level agreements to meet requirements and develop appropriate metrics.
• Regularly manage the review and evaluation of the full life cycle of employee services, and identify and recommend possible HR process and service improvements.
• Manage the delivery of high quality advice to managers and leaders on all employment matters.
• Foster a culture of customer service excellence, continuous improvement, and value for money.
• Identify and act on any legislative or sector/ organisation policy changes that may impact service delivery.
• Develop business cases and implementation plans in support of service model changes.
• Collaborate with managers and leaders to coordinate the implementation of new or changed employee service offerings.
• Manage third party suppliers against service level agreements, KPIs and contracts. | Level 3 |

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level

Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
Business Enablers	Project Management	Understand and apply effective planning, coordination and control methods	Adept
People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate